

Improving How We Operate So We Can Achieve Our Goals

List of decisions made based on extensive input and recommendations from staff, stakeholders, and managers as part of the Field Services Assessment project

Adopted by Director Gary Weeks, December 1, 2005.

Target for implementing structural changes: January 1, 2006.

Target for completing plans for implementing systems changes: January 15, 2006.

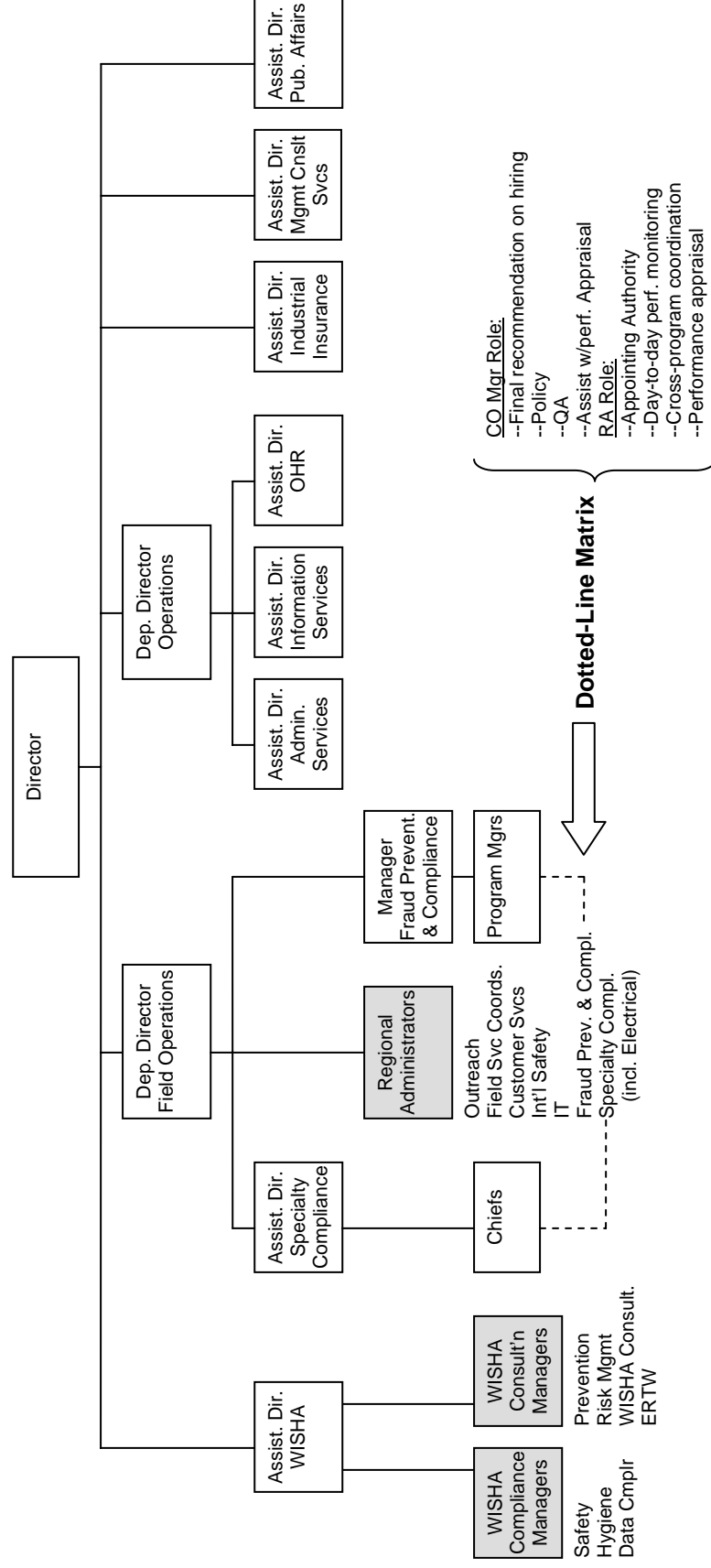
For further background, refer to the Field Assessment Report from Becker & Associates.

Systems Changes, Applicable to All Programs
1. Clearly define roles, responsibilities, and expectations relevant to the Field and associated Central Office positions through updated position descriptions, organization charts, and internal policies.
2. Clearly define input and decision-making processes for major policy, procedure, and budget decisions, as well as issue resolution. Consider a decision-making matrix that includes parties to a decision, with their roles (decision authority, recommend, input).
3. Develop strategies and actions to hold people accountable.
4. Create stronger linkages with the Office of Human Resources so that OHR is working closely with staff and is viewed as solution-driven.
5. Clearly define internal communication standards and expectations (for electronic as well as face-to-face communication).
6. Develop and implement mandatory training for all managers and supervisors (suggested topics: HR management, ethics, diversity, communication, process improvement, resource management, and customer service – all in the context of L&I).
7. Conduct quality assurance random audits of each program to assess quality and consistency. Report findings to the program staff and key managers.
8. Review and update policies and procedures for clarity, including development of guidelines for exceptions, as appropriate.
9. Conduct an in-depth assessment of the needs of front counter staff with recommended processes and appropriate tools to better equip them to perform their important jobs.
10. Update/communicate a “Who Ya Gonna Call?” list.
11. Expand marketing of L&I services and successes; tell the “L&I story”

12. Apply best business and technology practices when rolling out information technology applications.
13. Re-tool the scorecard and performance measures so that they tie into the agency's missions and goals and reflect desired outcomes. Separate out workload measures, outputs, and outcome measures.
14. Use available technology to increase communication with the Field: bolster the L&I Intranet to be a more comprehensive tool for staff; use video-conferencing to communicate with the Field.
Systems Changes Specific to Fraud Prevention and Compliance
15. Create a Fraud Reporting link on the L&I home page. (Note: Done.)
16. Expand visible, public efforts to aggressively pursue fraud. (See "marketing" decision 11, above.)
17. Provide additional resources for ARC to make it a more user-friendly and useful tool for staff. Review lessons learned, definition of business requirements, staff training, and functionality.
Systems Changes Specific to Specialty Compliance Services
18. Target contractors who have a poor record of compliance.
Systems Changes Specific to WISHA
19. Revise the Reassumption policy and process.
20. Create an FAQ bank for technical issues that staff can access via the Intranet.
21. Improve targeting lists and systems for directing resources.
22. Focus WISHA training in three areas: <ul style="list-style-type: none"> • Identify – and train staff in – distinct industries that require specific knowledge and expertise • Connect policy issues as examples in training • Provide additional technical training to line staff and supervisors
23. Develop a "Rapid Response Team" for catastrophic situations.
Systems Changes Specific to Insurance Services
24. Identify and implement better systems to ensure timely responses by well-informed staff. Consider such areas as subject matter experts (SMEs) in specific industries and single points of contact for employers and workers.
25. Create an FAQ bank for issues that staff can access via Intranet.

Department of Labor and Industries Organizational Chart

(Note: If a program or position does not appear on this page, no changes were made.)



Additional Organizational Changes

Stationed in Field, report directly to Central Office:

- **Apprenticeship:** report directly to Apprenticeship Program Manager (SCS)
- **WISHA Discrimination:** report directly to WISHA Audit & Investigation Manager (WISHA)
- **Industrial Insurance Discrimination:** report directly to Ind. Ins. Discrim. Program Technical Adviser (Fraud)
- **Retro Coordinator:** report directly to Retro Program Manager (Ind. Ins.)
- **Field HRCs:** report directly to OHR (Operations)
- **Reg'l Hearings Officers:** report directly to WISHA Appeals Manager (WISHA)
- **Litigation Specialists:** report directly to Fraud Prev. & Compliance Legal Manager (Fraud)
- **Private Sector Rehab. Services:** report directly to PSRS Program Manager in Claims Admin. (Ind. Ins.)
 onion in Field, dotted line matrix to Central Office
- **Claims Units:** matrix report to Claims Admin. (Ind. Ins.)

Shaded boxes
are stationed
in the Field

Organizational Structure Changes (as Reflected on Organizational Chart)

26. Restructure Field Services from a free-standing division to one that creates a unified reporting structure for certain Central Office policy functions and the associated Field operational functions.

27. Change the reporting relationships of the Assistant Director for Specialty Compliance Services and the Fraud Prevention and Compliance Manager from their current reporting relationships to reporting to the Deputy Director for Field Operations.

28. Realign the reporting relationships of the managers in the Field:

- The current Compliance Managers will become WISHA Compliance Managers. They will manage WISHA Safety, WISHA Compliance, and Data Compilers. Their management role over Specialty Compliance programs (including Electrical) will revert to the Regional Administrator.
- The current Insurance Consultation Program Managers will become WISHA Consultation Managers. They will manage Prevention, Risk Management, WISHA Consultation, and Early Return to Work programs. Their management role over Fraud Prevention and Compliance programs will revert to the Regional Administrator.
- The current Regional Administrators will retain authority over all their current staff except the CMs and ICPMs; they will also take on management of supervisors and staff in the various Specialty Compliance (including Electrical) and Fraud Prevention and Compliance programs.

29. Change reporting relationship of the WISHA Compliance Manager and WISHA Consultation Manager from reporting to the Regional Administrator to reporting to the Assistant Director of WISHA.

30. Re-emphasize the outreach role of the Regional Administrators. A key role for this position will be the primary contact/liaison with employers, labor, and elected officials within their region.

31. Implement matrix reporting of Fraud Prevention and Compliance field staff (Collections, Investigations, and Audit supervisors) with the Regional Administrators and the Central Office Fraud Prevention and Compliance section. Managers on both sides will need to negotiate the details of this matrix; in general, Central Office Fraud Managers would make final recommendations on hiring, handle policy and QA, and assist with performance appraisals; RAs would serve as appointing authority, handle day-to-day performance monitoring and cross-program coordination, and conduct performance appraisals.

32. Implement matrix reporting of Specialty Compliance field staff (Electrical Supervisors and Specialty Compliance Supervisors) with the Regional Administrators and the Central Office Specialty Compliance Chiefs, along the same lines as described in the previous decision.

33. Implement matrix reporting of Claims Units in the Field with the Regional Administrators and the appropriate Operations Manager in Central Office Claims Administration, along the same lines as described in the previous two decisions.

<p>34. Change reporting relationship of certain functions to report directly to the appropriate Central Office managers:</p> <ul style="list-style-type: none"> • Apprenticeship: report directly to Apprenticeship Program Manager (SCS) • WISHA Discrimination: report directly to WISHA Audit & Investigation Manager (WISHA) • Industrial Insurance Discrimination: report directly to Industrial Insurance Discrimination Program Technical Advisor (Fraud) • Retro Coordinators: report directly to Retro Program Manager (Ind. Ins.) • Field HRCs: report directly to OHR (Operations) • Regional Hearings Officers: report directly to WISHA Appeals Manager (WISHA) • Litigation Specialists: report directly to Fraud Prevention and Compliance Legal Manager (Fraud) • Private Sector Rehabilitation Services: report directly to PSRS Program Manager in Claims Administration (Ind. Ins.)
<p>35. Consider central reporting of additional specialty areas in WISHA:</p> <ul style="list-style-type: none"> • High Voltage • Maritime
<p>36. Abolish the current Field Liaison roles held by Regional Administrators, Compliance Managers, and Consultation Managers.</p>
<p>37. Restructure the Field Operations Executive Management Team, chaired by the Deputy Director, to include the Assistant Director of SCS, the Manager of the Fraud Prevention and Compliance Program, and the Regional Administrators.</p>